



DEVELOPING SMART JOB OBJECTIVES

A human resource management system that will enable the Department of the Army to recruit and motivate a high-performance workforce to meet the evolving national security requirements of the 21st century.



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SMART Job Objectives

**SMART is a framework for developing
(and evaluating) job objectives**

- **Specific**
- **Measurable**
- **Aligned**
- **Realistic/Relevant**
- **Timed**



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Job Objectives - Foundation for Performance Management

- **Draw a line of sight**
- **Capture performance expectations**
- **Provide basis for rating**
- **Must be written SMART**
- **Should be aligned to salary and pay band**
- **Must be weighted**



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NSPS Requirements for Job Objectives

- **3 to 5 key functions—not tasks—per job must be communicated, e.g., budget execution, supervision, strategic communication, clerical and administrative support**
- **Job objectives must be weighted**
- **Job objectives must be linked to mission**
- **Supervisors must have one supervisory job objective**
- **Contributing factor(s) must be selected for each job objective**



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Job Objective Is Not a Task Description

- **Focuses on the result, the product, the contribution**
- **Describes “what” the person will accomplish**
- **Employee responsible for outcome**



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SMART Job Objectives Are Specific

- **Define an observable action, behavior, or achievement**
- **Link to a level of performance, frequency, percentage, or other number**
- **Are specific regarding the description of the result (not the activities to achieve that result)**



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SMART Job Objectives Are Measurable

- Provide a method to allow tracking, recording, and validating the quality of a specific behavior, an action, or an outcome
- Define
 - Quantity (how many)
 - Time (how long)
 - Quality (how good)
 - Resources (how much)



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SMART Job Objectives Are Aligned

- **Line of sight is drawn between employee's work, unit's goal, and organization's mission**
- **Objectives ensure all are working toward shared goals**
- **All objectives in the organization pull in the same direction**
- **Managers/supervisors need understanding of their own objectives before they can work with their employees to establish theirs**



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SMART Job Objectives Are Realistic/Relevant

- **Realistic: Objectives achievable with the resources and personnel available and within the available time**
- **Relevant: Objectives important to the employee and the organization**
- **Level of responsibility expressed must be appropriate to employee's salary**



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SMART Job Objectives Are Timed

- **Established start and/or end dates are defined**
- **Specific dates (e.g., March 15) are preferred over relative descriptions of time (e.g., 6 months)**
- **Milestones can be included**

Examples:

- **Specific time—by December 10**
- **Relative to another event—6 months after . .**
- **Recurring—quarterly, bi-weekly**



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Select Contributing Factors

- Define sets of work behaviors that are related to and impact the performance of a job objective
- Contribute to how the job objectives are accomplished
- Affect the rating process
- Technical Proficiency
- Critical Thinking
- Cooperation & Teamwork
- Communication
- Customer Focus
- Resource Management
- Leadership



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Examples

Mandatory Standard Army Supervisory Objective

Execute the full range of human resources (including performance management as outlined in DoD 1400.25-M, SC1940.5.7.4.) and fiscal responsibilities within established timelines and *in accordance with applicable regulations*.

Adhere to merit principles. Develop a vision for the work unit; align performance expectations with organizational goals. Maintain a safe work environment and *promptly address* allegations of noncompliance. Ensure EEO/EO principles are adhered to throughout the organization. Ensure continuing application of, and compliance with, applicable laws, regulations and policies governing prohibited personnel practices; *promptly address* allegations of prohibited discrimination, harassment, and retaliation.

Key
Specific

Measurable

Timed

Contributing Factor: Communication

Relevant Mission Alignment: Goal 1



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Examples

HR Specialist, YA-0201-2

Written and oral presentations are prepared as required and are *well reasoned, audience appropriate, and accurate.* Final product *demonstrates thorough knowledge of NSPS policies and HR principles.* Products are completed within 1-5 days unless extended time periods are required as determined by the supervisor.

Contributing Factor: Communication

Relevant Mission Alignment: Goal 1

Key

Specific

Measurable

Timed



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Examples

HR Specialist, YA-0201-2

Lead or participate in special projects and/or working groups *applying technical knowledge and/or experience to develop, change, or implement standard processes/practices to meet customer needs.* **Represents organization on higher level working groups, committees, and boards. Special projects are** *completed within acceptable quality levels and by assigned suspense dates resulting in increased efficiency of processes and positive impacts on customers.*

Contributing Factor: Cooperation/Teamwork

Relevant Mission Alignment: Goal 3

Key

Specific

Measurable

Timed



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Examples

Strategic Planner, YA-0301-3

*On a continuing basis, in response to the Government Performance and Results Act of 1993, Army Strategic Planning Guidance and related higher headquarters mandates, **develops and maintains the IMCOM Strategic Plan.** Ensures the integration of Army strategy and guidance in linking the IMCOM Strategic Plan to region and garrison performance management reviews. Accomplishes integration in a coordinated manner. **The execution of strategic plan deployment will be reviewed on a semi-annual basis and** in keeping with SEL deadlines and requirements.*

Contributing Factor: Critical Thinking

Relevant Mission Alignment: Goal 2

Key

Specific

Measurable

Timed



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Examples

Deputy to the Garrison Commander, YC-0340-3

Execute the Garrison FY 07 spend plan/budget ensuring mission accomplishment *in accordance with IMCOM Funding Memo and with no ADA violations.* Meets mid-year and year-end Army targets for budget execution **in coordination with Resource Management personnel.** Supervisor reviews progress toward meeting Army targets on a 2 - 4 week basis.

Contributing Factor: Cooperation and Teamwork

Relevant Mission Alignment: Goal 2

Key

Specific

Measurable

Timed

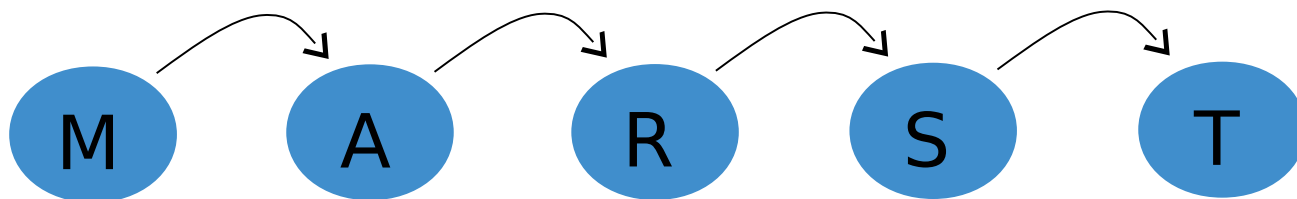


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Writing a SMART Objective

- Not a style or composition competition
- Capture key elements in using/applying the SMART framework
- Sequence



- Consider:
 - Milestones
 - Self-management tool



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Writing a SMART Objective

Step 1 - M (measurable)

- What are you going to measure?
- If you don't know what you are going to measure, and how you will measure, it is pointless to be specific.



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Writing a SMART Objective

Step 2 - A (aligned)

- Does this objective fit with your Command's objectives and/or the organization's overall mission? If not, the objective may need adjusting.
- Use the IMCOM mission statement to identify the goal number or other identifier to which this objective applies.



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Writing a SMART Objective

Step 3 - R (realistic/relevant)

- Is it realistic and relevant?
- “Realistic” questions whether the objective is doable and whether it is within the employee’s control.
- “Relevant” asks whether it is a high priority.



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Writing a SMART Objective

Step 4 - S (specific)

- **What do you want your employee to accomplish?**
- **Make the objective as clear and specific as you can, so there is no ambiguity about the result.**
- **At the end of the year, can you answer the question, “Has he or she achieved this goal?”**



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Writing a SMART Objective

Step 5 - T (timed)

- Put in the timeline.
 - Specific
 - Relative
 - Recurring
 - Milestone